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*Flying Operations*

**WEAPONS AND TACTICS PROGRAM**

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This instruction implements AF Policy Directive 11-4, *Aviation Service*. The organization, responsibilities, and procedures for unit weapons and tactics organizations are detailed in this instruction. Additionally, the USAF Weapons School graduate management program is described in this instruction. This instruction applies to all PACAF units involved with the employment of Combat Air Forces (CAF) or Mobility Air Forces (MAF). All subordinate organizations, including individual units, may supplement this regulation to cover unique requirements. Forward supplements to HQ PACAF/DOTW. Send comments and suggested improvements to this publication on AF Form 847, **Recommendation for Change of Publication**, through channels, to HQ PACAF/DOTW, 25 E St, Ste I-232, Hickam AFB, HI 96853-5426. E-mail address is DOTW.admin@cidss.af.mil.

**SUMMARY OF REVISIONS**

This instruction incorporates the requirements, information, and procedures contained in MCR 55-120, including Change 1, 20 Aug 93, and IMC 95-1, 18 Sep 95. In addition to numerous wording and minor grammatical changes, the following updates have been made: addition of the Space, EC-130H, RC-135V/W, C-130, and HH-60 programs to the USAF Weapons School; expanded information on “W” prefix utilization and manning; and updated procedures concerning Weapons School selection.

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## Chapter 1

### GENERAL GUIDANCE

**1.1. Objective and Scope.** This instruction specifies the responsibilities and the authority of all PACAF Combat Air Forces (CAF) and Mobility Air Forces (MAF) Weapons and Tactics Offices. Throughout this instruction, Weapons and Tactics Offices are referred to as “Weapons Shops.” Due to the diversity of Weapons Shops throughout the CAF and MAF, this instruction provides only common, required actions. Specific programs will require NAF, wing, operations group, or squadron supplements to this instruction. Throughout this publication, the USAF Weapons School is abbreviated as “WS” and refers to the USAF WS, its detachments, and its associated unit, the C-130 WIC. The German Air Force, F-4 Weapons School is not covered in this instruction.

#### **1.2. Procedures.**

**1.3. Weapons School Selection Process, Active Duty.** [Chapter 3](#) describes CAF and MAF active duty WS nomination, waiver and selection procedures.

**1.4. Weapons School Selection Process, Air Reserve Component.** [Chapter 4](#) describes CAF and MAF Air National Guard and Air Force Reserve WS nomination, waiver and selection procedures.

**1.5. Tactics Management.** [Chapter 5](#) describes PACAF CAF and MAF tactics management procedures from MAJCOM to Squadron level.

## Chapter 2

### WEAPONS SHOP GUIDANCE

**2.1. Policy.** This instruction does not conflict with, basic responsibilities assigned in other instructions and directives. Units must use all applicable instructions and directives when developing Weapons Shop programs.

2.1.1. Wing or Group Weapons Shops will report to the Operations Support Squadron (OSS) Commander. Squadron Weapons Shops will report to the operations officer. Overall responsibility for all wing weapons and tactics guidance and policy rests with the wing or group Weapons Shop.

2.1.2. Organize the Weapons Shop into functional areas necessary to support specific unit mission.

2.1.3. The Weapons Shop is the OPR or Office of Collateral Responsibility (OCR) for unit mission training, exercises, and evaluation scenarios. The Weapons Shop will ensure these programs are based on current, sound tactics.

2.1.4. Personnel assigned to the Weapons Shop will (be):

2.1.4.1. WS graduates (when possible). This is not applicable if the squadron has no WS graduates or all squadron WS graduates have served in a “W” prefix billet for more than 3 years consecutively, and 5 years total (see paragraph 6.4.2. through 6.4.5.).

2.1.4.2. Maintain instructor CMR/MR qualification, unless determined not feasible by the OG/CC. This is not applicable for Intel officers.

2.1.4.3. Cleared for Top Secret/Special Compartmentalized Information (TS/SCI) when possible and if appropriate facilities are available.

2.1.4.4. Not be assigned unrelated additional duties.

2.1.4.5. If required, consist of at least one crewmember from each MDS crew position.

**2.2.** Each squadron will assign an Electronic Warfare Officer (EWO), Electronic Combat Pilot (ECP), or an Electronic Counter Measures Officer/Technician (ECMO/T) to their Weapons Shop wings or squadrons without these qualified personnel will designate the most qualified individual to perform Electronic Combat Officer (ECO) responsibilities within the Weapons Shop.

**2.3.** Each Weapons Shop will ensure all squadron personnel receive current information on the unit mission, projected enemy threat, and expected combat/theater conditions affecting mission employment.

**2.4.** The Weapons Shop will establish and maintain liaison with maintenance and munitions functions to identify and solve maintenance-related issues.

**2.5.** During training operations, the Weapons Shop, the standardization and evaluation office, and the intelligence office will work together to ensure mission qualification evaluation scenarios are representative of unit tasking. Weapons Shops will coordinate to ensure flight examiners are current on all air-to-surface, air-to-air, electronic warfare, command and control, combat rescue, and airlift employment (MAF only) concepts.

**2.6.** Weapons Shop personnel will visit and coordinate with subordinate or other units as necessary to:

- 2.6.1. Assess unit combat capability to accomplish anticipated missions.
- 2.6.2. Monitor Weapons Shop procedures.
- 2.6.3. Identify deficiencies in training, equipment, support, or tactics, which preclude optimum mission accomplishment.
- 2.6.4. Identify unit initiatives, which may have CAF/MAF-wide applications.
- 2.6.5. Recommend improvements for unit operations.
- 2.6.6. Identify problem areas requiring corrective action above unit level.

**2.7.** The tactics organization will manage unit involvement in the Tactics Development Program IAW AFI 99-150 (formerly MCI 11-290) or AMCI 11-207, as applicable.

**2.8.** The Wing Weapons Officer, through the OSS Commander, will determine the documents necessary for the tactics reference libraries. A list of required library documents will be published, updated as required, and maintained in the Weapons Shop(s). See [Attachment 1](#) for library index recommendations.

## Chapter 3

### WEAPONS SCHOOL SELECTION (ACTIVE DUTY)

**3.1. Purpose.** This chapter describes the procedures for nominating and selecting active duty WS students, and the responsibilities of the agencies involved. The primary goal for the WS selection board is to select the most qualified officers in the CAF and MAF. These officers will provide the expertise and leadership necessary to accomplish the CAF and MAF mission.

### 3.2. Responsibilities:

3.2.1. HQ ACC/XO has overall responsibility for the conduct of the WS. HQ ACC/XO has waiver authority for all WS matters except those concerning the C-130 WIC. The HQ AMC/DO has waiver authority for the C-130 WIC.

3.2.2. The WS/CO, or his representative, is the selection board president. As selection board president, he is responsible for the conduct and overall management of the selection board. He will select the board dates, review selection criteria, ensuring the board progresses IAW MCR 55-120 and report results. HQ AFPC/DPAOT3 will coordinate the preliminary selection board results through the WS/CO and HQ ACC/XO (via HQ ACC/XODT). The HQ ACC/XO and the WS/CO will approve the preliminary selection board results prior to release. HQ AFPC/DPAOT3 will release selection board results immediately after HQ ACC/XO and WS/CO approval. HQ AFPC/DPAOT3 will release the selection board results NLT 14 days after selection board adjournment.

3.2.3. The HQ PACAF/DO is responsible for reviewing and approving PACAF nominations. HQ PACAF/DO will ensure nominations are fair, truthful and consistent with the nomination criteria. PACAF will provide one DO representative for the board. This representative must be familiar with the command's nominations and provide additional information (if required) for a full evaluation.

3.2.4. HQ AFPC/DPAOT3 will support the selection board. This includes, but is not limited to, preparation of evaluation folders, providing board facilities, billeting, transportation, and selection notification.

3.2.5. Individual units are responsible for providing a complete selection package. These packages must contain all the information specified in the selection board announcement message and paragraph 3.3.2. Failure to provide the required information could result in the disqualification of the nominee. Do not submit additional paperwork (e.g. additional recommendation letters or letters of endorsement). HQ AFPC/DPAOT3 will shred any unnecessary paperwork. The WG/CC must send a letter prioritizing the nominees (by crew position) to HQ AFPC/DPAOT3. *Note: This letter is required even if there is only one nominee.* HQ AFPC/DPAOT3 mailing address is: 550 C Street West, Suite 31, Randolph AFB TX 78150-4733. Send a courtesy copy of the nominee rankings to HQ PACAF/DOTW and HQ ACC/XODT or HQ AMC/DOKT, as applicable. HQ PACAF/DOTW mailing address is: HQ PACAF/DOTW, 25 E St, Ste I-232, Hickam AFB, HI 96853-5426. HQ ACC/XODT mailing address is: HQ ACC/XODT, 205 Dodd Blvd, Suite 101, Langley AFB, VA 23665-2789. HQ AMC/DOKT mailing address is: HQ AMC/DOKT, 402 Scott Drive, Unit 3A1, Scott AFB, IL 62225-5302.

### 3.3. Nomination Criteria:

3.3.1. AFCAT 36-2223 and the selection board message establish Weapons School nomination criteria. This criteria is designed to ensure selection of the most highly qualified individuals who will enhance combat capability throughout the CAF and MAF. The WS seeks only the finest officers and tactical instructors. Only the most talented officers and leaders should apply for Weapons School. These officers must exhibit an extraordinary amount of intelligence, dedication, technical skills, military bearing, and professional attitude. Finally, these officers must be outstanding role models for all their peers and subordinates. Do not consider unit retainability and/or time on station when nominating individuals for Weapons School.

3.3.2. Nomination packages will include the following:

3.3.2.1. Data Sheet. Examples of the data sheets are located in [Attachment 3](#), and on the HQ ACC/XODT home page, <http://xo.acc.af.mil/xod/xodt>, or the HQ AMC/DOKT home page, <http://www.amc.af.mil/do/dok/dok.htm>

3.3.2.2. A letter from the applicant to the Chairman, USAFWS WIC selection board accepting the three-year Active Duty Service Commitment (ADSC). An example of this letter is located in [Attachment 3](#), on the HQ ACC/XODT home page and on the HQ AMC/DOKT home page. Do not send an AF form 3849.

3.3.2.3. WG/CC, OG/CC and SQ/CC (or equivalent) letters of endorsement emphasizing instructor and flying abilities (if applicable). WG/CC (or equivalent) is the maximum endorsement level. Address each endorsement on separate, single page letterhead to: Chairman, USAF Weapons School Selection Board. Example endorsement letters are located in [Attachment 3](#), on the HQ ACC/XODT home page and the HQ AMC/DOKT home page.

3.3.2.4. Do not include additional paperwork. HQ AFPC/DPOAT3 will shred any excess paperwork. The selection board does not view excess paperwork or pontification favorably.

### 3.4. Waivers:

3.4.1. Nominees not meeting, 1) minimum or maximum rated service time, or 2) Total Active Federal Commissioned Service Date (TAFCSO), or 3) instructor or operational minimums, by the application submission deadline, must submit a waiver request through their wing commanders (or equivalent) to HQ ACC/XO or HQ AMC/DO as appropriate. Waiver requests are required even if the nominee is forecast to meet minimum requirements prior to the WS selection board date. HQ ACC/XODT and HQ AMC/DOKT will not act upon nomination packages which require waivers, but do not have waivers attached. The HQ ACC/XO is the final CAF waiver approval authority, the HQ AMC/DO is the final MAF waiver approval authority. An example of the waiver request letter is located in [Attachment 3](#), on the HQ ACC/XODT home page and the HQ AMC/DOKT home page.

3.4.1.1. Waiver requests are required for applicants who have less than the required instructor or operational minimums by the application submission deadline. HQ ACC/XO and HQ AMC/DO will only consider waiver requests which forecast meeting the minimum requirements by class start date. HQ ACC/XO and HQ AMC/DO will not grant waivers for applicants still in their respective instructor upgrade programs at the application submission deadline. Waiver requests for individuals exceeding the maximum years of rated and/or the TAFCSO time are evaluated on a case-by-case basis. If a particular division has excessive applicants, waivers (regardless of the magnitude of the requested waiver) may not be entertained by the HQ ACC/XO or HQ AMC/DO.



Primarily, waivers are approved in order to allow individuals the opportunity to compete one time for WS.

3.4.2. Forward nomination packages with waiver requests to HQ ACC/XODT or HQ AMC/DOKT no later than the application submission date specified on the application message. Send CAF nomination packages with waiver requests to: HQ ACC/XODT, 205 Dodd Blvd Suite 101, Langley AFB VA 23665-2789. Send MAF nomination packages with waiver requests to: HQ AMC/DOKT, 402 Scott Drive, Unit 3A1, Scott AFB IL 62225-5302. Address waiver requests to HQ ACC/XO or HQ AMC/DO. Send a courtesy copy to HQ PACAF/DOTW, 25 E St, Ste I-232, Hickam AFB, HI 96853-5426. Include the following information, 1) Reason for waiver request, 2) Justification for waiver, and 3) Other relevant information. An example waiver request is located in [Attachment 3](#), the HQ ACC/XODT home page and the HQ AMC/DOKT home page.

### 3.5. Selection Board:

3.5.1. HQ AFPC will host two WS selection boards each year, each approximately 4 to 5 months prior to WS class-start date. The WS/CO, or his designated representative, will chair each board. The chairman will instruct board members on their duties and ensure the board progresses efficiently. He will resolve questions on procedures, policies, or selection criteria, and will review board recommendations to ensure selections are fair and equitable.

3.5.2. USAFWS Division Commanders, HQ ACC/XODT, HQ USAFE/DOTW, HQ PACAF/DOTW, HQ AETC/DOFF, HQ AFSPC/DOT, HQ AMC/DOKT, and HQ AFPC/DP (assignment officer for each respective weapons system/specialty) will provide one voting member. With WS/CO approval, additional non-voting officers may attend to provide information for various systems or specialties. Selections are based on ratings made by voting members only.

3.5.3. To ensure equitable voting, the same individual from ACC, USAFE, PACAF, AETC, AFSPC, and AMC must vote on all applications per division. MAJCOMs may cycle sworn in, voting members between divisions. WS Division Commanders and HQ AFPC/DP assignment officers only vote on their respective division applications.

3.5.4. WS Selection Boards will select the most qualified nominees, regardless of unit or command retainability. Do not consider command apportionment. The board president (WS/CO) will attempt to resolve selection disagreements. If he is unable or unwilling to resolve disagreements, the HQ ACC/XODT is the final authority for all selection board issues. If necessary, the HQ ACC/XO can direct the board reconvene in order to settle disagreements.

### 3.6. Selects.

3.6.1. WS selects will attend classes as specified in the HQ AFPC/DPAOT3 WS selection board results message. Immediately upon selection notification, all primary and alternate selects, without the required WS security clearance, must contact their unit security managers and submit the applicable paperwork. Failure to initiate this security clearance action within 10 working days may result in an improper clearance upon reporting to the WS for training. The WS/CO will dis-enroll individuals without the proper clearance. Reference AFCAT 36-2223 for specific security requirements.

3.6.2. Selects must ensure they meet all course entry prerequisites prior to class start date. If an individual is unable to meet course entry prerequisites due to extenuating circumstances, send a waiver request to HQ ACC/XODT or HQ AMC/DOKT. Address waiver requests to HQ ACC/XO or HQ AMC/DO. Send a courtesy copy to HQ PACAF/DOTW. Include the following information, 1) Reason for waiver request, 2) Justification for waiver, and 3) Other relevant information. The WS/CO will dis-enroll individuals reporting to the WS who do not meet minimum prerequisites, and who do not have a waiver.

3.6.3. Situations can occur requiring selects to be held over, or "grandfathered," to the next class. These situations (due to sickness, injury, real world operations, etc.) are handled on a case-by-case basis. The selects' unit must contact HQ PACAF/DOTW and state the reason(s) for the selects' inability to attend. HQ PACAF/DOTW will subsequently notify HQ ACC/XODT or HQ AMC/DOKT. HQ ACC/XODT or HQ AMC/DOKT will notify the WS and HQ AFPC. Units must inform HQ PACAF/DOTW as soon as possible if a primary select might not attend WS. Do not wait until it's absolutely certain the select will not attend WS. Give HQ ACC/XODT or HQ AMC/DOKT ample warning, in order for HQ ACC/XODT or HQ AMC/DOKT to relay the information to the first alternate so he can complete "spin-up" training in earnest. Without sufficiently early notification, alternate selects may not be able to "spin-up" properly, and the training slot may go unfilled. HQ ACC/XO or HQ AMC/DO is the final approval authority for all CAF/MAF "grandfathering" decisions.

## Chapter 4

### WEAPONS SCHOOL SELECTION (AIR RESERVE COMPONENT)

**4.1. Purpose.** This chapter describes the procedures for nominating and selecting ANG WS students and the responsibilities of the agencies involved. It is designed to provide an equitable and effective method, which will serve the best interest of the CAF and MAF. The main WS selection objective is to train the most qualified officers who, as graduates, will provide the expertise and leadership necessary to accomplish the CAF or MAF mission.

#### **4.2. Responsibilities:**

4.2.1. HQ ACC/XO will meet with AFRC and NGB representatives prior to each selection board to determine respective WIC allocations and any other support requirements as deemed appropriate. HQ ACC/XO, HQ AFRC/DO, and HQ ACC/XOG, or their appointed representatives will review and approve the proposed allocations prior to either the active duty, AFRC, or ANG WS selection board, whichever occurs first. HQ AMC/DOK will meet with AFRC and NGB representatives prior to each selection board to determine C-130 WIC allocations and any other support requirements as deemed appropriate.

4.2.2. The 10 AF/DOW and HQ ACC/XOG, or their designated representatives are responsible for conducting their respective selection boards. The board presidents are responsible for advising members on selection criteria and ensure boards progress in the spirit of this instruction. The board president will approve the board results prior to released. HQ ACC/XOG and AFRC DOT will announce their respective selection board results within 14 days of the selection board adjournment.

4.2.3. The 10 AF/DOW and HQ ACC/XOG, or their designated representatives are responsible for the overall management of their boards. They will establish policies for selecting dates, notifying agencies, conducting the board, and reporting the results. As OCR for this attachment they will coordinate changes, as directed by the HQ AFRC/DO or HQ ACC/XOG, to ensure mutual understanding of board policies and procedures.

4.2.4. The 10 AF/DOT will provide the support necessary to conduct the AFRC Selection Board. HQ ACC/XOG, or his designated representative, will provide the support necessary to conduct the NGB Selection Board. This includes, but is not limited to, preparation of evaluation folders, liaison to provide board facilities, billeting, transportation, and selection notification. They will screen all applications to ensure each applicant meets the WS prerequisites.

4.2.5. The unit is responsible for ensuring the following is available to the WS selection boards:

4.2.5.1. Letters of recommendation from the squadron commander, operations group commander (or staff equivalent), and wing/group commander (or equivalent) for each nominee.

4.2.5.2. Updated RIP.

4.2.5.3. A complete nomination package.

4.2.5.4. Units will ensure multiple nominations include a prioritized order of preference for selection.

### 4.3. Nomination Criteria:

4.3.1. Nomination criteria is established to select qualified individuals with the credentials and experience level which will enhance their utilization as weapons officers. The WS targets experienced officers who have excelled in their career field. Nominees should be the most talented officers in their units. Their ability to act as a role model for their peers should also be a key consideration. Such traits as intelligence, dedication, superior technical skills, military bearing, and professional attitude are extremely important.

4.3.2. Nomination packages should contain the following:

4.3.2.1. Data Sheet. An example data sheet is located in [Attachment 3](#), and the HQ ACC/XODT home page or the HQ AMC/DOKT home page.

4.3.2.2. WG/CC, OG/CC and SQ/CC (or equivalent) letters of endorsement emphasizing instructor and flying abilities (if applicable). WG/CC (or equivalent) is the maximum endorsement level. Address each endorsement on separate, single page, letterhead addressed to the Chairman, AFRC/NGB (respectively) Weapon School Selection Board. An example endorsement letter is located in [Attachment 3](#), and the HQ ACC/XODT home page or the HQ AMC/DOKT home page.

### 4.4. Waivers:

4.4.1. Waiver requests are required for applicants who have less than the required instructor or operational minimums by the application submission deadline. Submit a waiver request through their Wing Commanders (or equivalent) to HQ ACC/XO or HQ AMC/DO as appropriate. Waiver requests are required even if the nominee is forecast to meet minimum requirements prior to the WS selection board. The HQ ACC/XO is the final CAF waiver approval authority, the HQ AMC/DO is the final MAF waiver approval authority. An example of the waiver request letter is located in [Attachment 3](#), and on the HQ ACC/XODT home page or the HQ AMC/DOKT home page.

4.4.2. HQ ACC/XO will only consider waiver requests, which forecast meeting the minimum requirements by class start date. HQ ACC/XO will not grant waivers for applicants still in their respective instructor upgrade programs at application submission deadline.

4.4.3. AFRC and NGB nominees are granted an exception for maximum years of rated and/or TAF-CSD.

4.4.4. Air Reserve Component (ARC) nominees requiring waivers will submit waiver requests to the HQ AFRC/DO or HQ ACC/XOG no later than 30 days prior to their selection board. Send ANG waiver requests to: HQ ACC/XOG, 205 Dodd Blvd., Suite 101, Langley AFB, VA 23693. Send AFRC waiver requests to HQ AFRC/DOTT, 155 2nd Street, Robins AFB, GA 31098-1635. HQ ACC/XOG or HQ AFRC/DOTT will review and forward their respective approved waiver requests to HQ ACC/XODT or HQ AMC/DOKT no later than 15 days prior to the respective selection board. Send CAF nomination packages and waiver requests to: HQ ACC/XODT, 205 Dodd Blvd Suite 101, Langley AFB, VA 23665-2789. Send MAF nomination packages and waiver requests to: HQ AMC/DOKT, 402 Scott Drive, Unit 3A1, Scott AFB IL, 62225-5302. Address waiver requests to HQ ACC/XO (or HQ AMC/DO). Include the following information: reason for waiver request, justification for waiver, and other relevant information. An example waiver request is located in [Attachment 3](#) and the HQ ACC/XODT home page or the HQ AMC/DOKT home page.

4.4.5. HQ ACC/XO is the final approval authority for all waiver requests.

#### **4.5. Selection Board:**

4.5.1. 10AF will normally conduct the AFRC WS Selection Board. HQ ACC/XOG will normally conduct the NGB WS selection board. Selection boards are conducted scheduled twice a year, approximately 3 months prior to class start date. 10 AF/DOW (or designated representative) will chair the AFRC WS selection board. HQ ACC/XOG (or designated representative) will chair the ANG WS selection board. The chairman will instruct board members on their duties, and ensure the board progresses in an efficient manner. He will resolve questions on procedures, policies, or selection criteria, and will review board recommendations to ensure selections are fair and equitable.

4.5.2. HQ ACC/XOG will specify ANG WS selection board attendees. One person from 10AF/DO, 10AF/DOW, and 10AF/DOT will attend the AFRC WS selection board as a voting member. With the approval of the board president, additional representatives may attend to provide information for various systems or courseware. These additional members will not vote.

4.5.3. Boards will select the most qualified nominees, and will attempt to ensure selections are uniformly distributed throughout the various ARC units. HQ AFRC/DO or HQ ACC/XOG will resolve all disagreements, which the board president cannot resolve. Boards will reconvene, if necessary, to ensure a fair and equitable selection program.

**4.6. Selects.** WS Selection Board selects will attend classes as specified in the AFRC or ANG WS selection board result messages. Upon notification of selection, all primary and alternate selects not possessing the security clearance required of their respective courses must contact their unit security managers and submit applicable paperwork within 10 working days. Failure to process security clearance paperwork in a timely manner may result in individuals being denied course attendance. Reference AFCAT 36-2223 for specific security requirements.

4.6.1. Selects must ensure they meet all course entry prerequisites prior to class start date. If an individual is unable to meet course entry prerequisites due to extenuating circumstances, send a waiver request to HQ ACC/XODT or HQ AMC/DOKT. Address waiver requests to HQ ACC/XO or HQ AMC/DO. Include the following information: reason for waiver request, justification for waiver, and relevant collateral data. The WS will out-process individuals reporting to the WS who do not meet minimum prerequisites, and who do not have a waiver.

4.6.2. Situations can occur requiring selects to be held over, or "grand-fathered," to the next class. These situations (due to sickness, injury, real world operations, etc.) are handled on a case-by-case basis. The affected selects' unit must contact either HQ ACC/XOG or HQ AFRC/DOTT immediately and state the reason(s) for the selects' inability to attend. HQ ACC/XOG or HQ AFRC/DOTT will subsequently notify HQ ACC/XODT or HQ AMC/DOKT. HQ ACC/XODT or HQ AMC/DOKT will notify the WS. Without sufficiently early notification, alternate selects may not be able to "spin-up" properly, and the training slot may go un-manned. HQ ACC/XO or HQ AMC/DO is the final approval authority for all CAF/MAF "grandfathering" decisions.

## Chapter 5

### TACTICS MANAGEMENT

**5.1. Tactics Management.** PACAF CAF and MAF units will continually review and update tactical training and employment procedures. HQ PACAF/DOTW will assess weapons and tactics issues, identify deficiencies, initiate corrective actions, and ensure completion of corrections. HQ PACAF/DOTW through Squadron Commanders will ensure a free avenue of information exchange exists to and from Weapons Shops.

5.1.1. Weapons Shops are responsible for monitoring all aspects of combat employment. This requires the integration of weapons, weapons delivery systems, electronic warfare, current intelligence, space assets, air combat maneuvering, command and control procedures, combat rescue, and battlefield management. If any of these areas are not available in the individual Weapons Shop, the Weapons Officer must establish a close working relationship with other agencies and individuals possessing the expertise.

### 5.2. Responsibilities:

5.2.1. Air Combat Command serves as the lead command in developing, documenting, and issuing tactics for the CAF IAW Air Force Mission Directive 2. To help carry out this responsibility, the ACC Commander (COMACC) implements, in coordination with the other commands, procedures for reviewing and revising tactics manuals.

5.2.2. Air Mobility Command (AMC) serves as the lead command in developing, documenting, and issuing tactics for the MAF IAW Air Force Mission Directive 2. To help carry out this responsibility, the AMC Commander (ACM/CC) implements, in coordination with the other commands, procedures for reviewing and revising tactics manuals.

5.2.3. HQ PACAF/DO is the approval authority and responsible for the conduct of weapons and tactics programs. HQ PACAF/DO, or their designated representatives, will ensure:

5.2.3.1. Inputs are requested from the HQ PACAF Weapons and Tactics office on all training, exercise, and evaluation scenarios.

5.2.3.2. All actions affecting combat force capability are coordinated with the appropriate HQ PACAF OPR.

5.2.3.3. [Attachment 2](#) depicts the responsibilities of the various levels within the weapons and tactics chain of command.

## Chapter 6

### WEAPONS SCHOOL GRADUATE MANAGEMENT

**6.1. Purpose.** This chapter provides specific guidance on WS graduate utilization, and establishes “W” prefix manning levels. This chapter establishes HQ ACC/XODT as the CAF WS graduate management OPR. HQ AMC/DOKT is the MAF WS graduate management OPR. HQ ACC/XODT and HQ AMC/DOKT will coordinate with applicable air staff and AFPC agencies on all “W” prefix manpower actions to ensure requirements reflect adequate justification for assignment of the “W” prefix.

**6.2. “W” Prefix Utilization at the Weapons School.** Follow these guidelines concerning “W” prefix utilization as Weapons School Instructors.

6.2.1. Division commanders will select the most highly qualified WS graduates for WS instructor duty. Division commanders will forward their selections to the commandant for approval, prior to initiating personnel action. Division commanders will coordinate with HQ ACC/DPAO and DOTW to initiate assignment actions.

6.2.2. To ensure instructor continuity and the appropriate experience level in each WS Division, instructors must coordinate with their division commanders prior to initiating re-assignment out of the WS. Division commanders, in coordination with AFPC assignment teams and HQ ACC/DPA, are responsible for maintaining instructor continuity through the assignment process. Failure to provide adequate instructor assignment lead-time may cause a decrease in instructor continuity. AFPC, HQ ACC/DPA, and the WS will coordinate on all involuntary assignments out of the Weapons School.

6.2.3. HQ ACC/DPA, DOT and AFPC will attempt to man each Division at 100 percent. HQ ACC/DPAO and AFPC will attempt to overlap PCS orders. PCS overlap is designed to maintain a Division’s instructor cadre, while new instructors complete their instructor upgrade program. Failure to properly man each Division with fully qualified instructors will result in graduate production lower than CAF requirements.

**6.3. “W” Prefix Utilization at the C-130 WIC.** Adhere to the following guidelines concerning “W” prefix utilization as C-130 WIC Instructors:

6.3.1. The division chief will select only the most highly qualified C-130 WIC graduates for C-130 WIC instructor duty. The division chief will obtain approval from the USAF CADS Commandant prior to initiating personnel action. The division chief will coordinate with HQ AMC/DPAO and DOKT for instructor assignments.

6.3.2. To ensure instructor continuity and experience level, a C-130 WIC instructor cannot accept a PCS assignment until release by the division chief and approval by the USAF CADS Commandant.

6.3.3. HQ AMC/DPAO and AFPC will attempt to man the C-130 WIC at 100%. HQ AMC/DPAO and AFPC will attempt to overlap PCS orders. PCS overlap is designed to maintain a division’s instructor cadre, while new instructors complete their instructor upgrade program. Failure to properly man each division with fully qualified instructors will result in graduate production lower than CAF requirements.

**6.4. “W” Prefix Utilization.** Comply with the following WS graduate utilization directives.

6.4.1. WS students will incur an Active Duty Service Commitment (ADSC) following WS attendance, in accordance with AFI 36-2107.

6.4.2. Commanders will use WS graduates in “W” prefix billets until the graduate has served 3 continuous years in unit and a total of 5 years in “W” prefix billets.

6.4.3. Commanders may place WS graduates with less than 5 years “W” service in non-“W” prefix billets, however AFPC and/or MAJCOM/DP will not backfill these slots. Resources permitting, AFPC and/or MAJCOM DP will attempt to fill “W” prefix shortages if commanders’ place “W” prefix personnel, with more than 5 years of “W” service, into non-“W” prefix billets.

6.4.4. At the completion of 5 years of “W” service, WS graduates may volunteer for additional “W” or non-“W” prefix duties. However, in the event sufficient resources are not available to voluntarily fill all Major or Lt Col “W” prefix requirements, some WS graduates may have to involuntarily return to “W” prefix duty based on most eligible and available criteria.

6.4.5. If commanders are assigned excess “W” prefix personnel (IAW [Table 6.1.](#)), commanders should assign the most recent WS graduate to the “W” prefix billet, and use the excess “W” prefix personnel as they choose.

6.4.6. Do not use this guidance to preclude formal course or professional military education attendance.

**6.5. “W” Prefix Manning.** Air Force Manpower Standard (AFMS) 13B1 quantifies the manpower required to accomplish Wing/Squadron Weapons Shop duties. HQ ACC/XODT, HQ AMC/DOKT, and the WS will attempt to fill the following “W” prefix manning requirements:

6.5.1. Flying Units. [Table 6.1.](#) lists wing and squadron “W” prefix manning requirements.

**Table 6.1. “W” Prefix Manning Standards.**

<u>MDS</u>	<u>Operational Squadron</u>	<u>Operational Support Squadron</u>
A/OA-10	1 Pilot	2 Pilots
B-1	1 Pilot/1 WSO	2 Pilots/2 WSOs
B-52	1 Pilot/1 IRN/1 EWO	2 Pilots/2 IRNs/2 EWOs
C/HC-130	1 Pilot/1 Nav	1 Pilot/1 Nav
EC-130H	1 EWO	2 EWOs
F-15	1 Pilot	2 Pilots
F-16	1 Pilot	2 Pilots
F-15E	1 Pilot/1 WSO	2 Pilots/2 WSOs
HH-60G	1 Pilot	1 Pilot
RC-135V/W	2 EWO	2 EWOs



NOTE 1. Operations squadrons refer to all fighter, bomber, and airlift squadrons in the USAF, to include FTUs.

NOTE 2. These requirements are based on composite, fighter, bomber, airlift, or air control wings with 3 or more operational squadrons. For any type of wing with less than 3 operational squadrons, cut the OSS authorizations in half.

NOTE 3. Air Force Reserve Command (AFRC) and National Guard Bureau (NGB) units are provided only authorized Squadron "W" prefix manning.

#### **6.5.2. Other units:**

**6.5.2.1. Intelligence.** Intelligence WS graduates are assigned to a list of prioritized OSS Intelligence flights "W" prefix billets upon graduation. Each intelligence flight on this list is authorized one Intelligence Weapons Officer (IWO). HQ ACC/DIOO maintains the Intelligence flight priority.

**6.5.2.2. Senior Director (SD).** SD WS graduates are assigned to a list of prioritized SD "W" prefix billets upon graduation. Exact requirements vary by size of unit and varied mission taskings. HQ ACC/DISA maintains the SD priority.

**6.5.2.3. Space.** Space WS graduates are assigned to a list of prioritized "W" prefix billets upon graduation.

**6.5.3. Additional Authorizations.** The above "W" prefix authorizations are in coordination with WS graduate production capacity. However, these manning levels do not preclude additional "W" prefix or special "W" prefix authorizations (such as an EWO) if unit tasking dictates.

**6.6. Weapons School Responsibilities.** No later than 30 days after graduation, the WS will forward the name, rank, and SSAN of each WS graduate to HQ AFPC/DPAOT3, HQ ACC/XODT, HQ ACC/DPPTC, HQ AMC/DOKT, and HQ AMC/DPAO, as applicable.

THOMAS C. WASKOW, Maj Gen, USAF  
Director of Air and Space Operations

**Attachment 1****TACTICS LIBRARY INDEX**

**A1.1. Tactics Library Index.** The following list is a departure point for establishing unit tactics libraries. It is not necessary to maintain publications on this list which do not support planning, training, and conducting the unit mission. Add and maintain additional publications as required. Many of these documents are available on the CD or on the www.

- A1.1.1. AF and ACC 1- and 2- series instructions.
- A1.1.2. Applicable AFTTP 3- series publications.
- A1.1.3. Applicable AFI 11-series instructions.
- A1.1.4. Applicable WSEP Reports and Plans.
- A1.1.5. Applicable Electronic Combat Handbooks.
- A1.1.6. FME Reports.
- A1.1.7. Applicable -1, -25, -33, -34, Technical Orders.
- A1.1.8. Applicable USAF Weapons Instructor Course Texts.
- A1.1.9. Appropriate JMEM publications.
- A1.1.10. TD&E Final Reports.
- A1.1.11. Exercise After Action Reports.

**Attachment 2****RESPONSIBILITIES****A2.1. HQ PACAF/DOTW:**

- A2.1.1. Liaison with HQ USAF, lateral commands, and subordinate weapons and tactics organizations.
- A2.1.2. Maintain familiarity with current and projected enemy threats within the command's area of responsibility.
- A2.1.3. Conduct staff assistance visits (as required).
- A2.1.4. Recommend priority, OPR, and action to correct identified deficiencies in tactical employment capability.
- A2.1.5. Coordinate on the review and update of weapons delivery manuals, technical orders, and directives.
- A2.1.6. Focal point for Special Access Required (SAR) programs affecting weapons and tactics employment.

**A2.2. HQ ACC/XODT:**

- A2.2.1. ACC Weapons and Tactics Program and WS Graduate Management Program OPR.
- A2.2.2. AFI 11-415 the CAF Tactics Development Program OPR.
- A2.2.3. Manage the USAF WS Refresher Course "Re-blue" Symposiums.

**A2.3. HQ AMC/DOKT:**

- A2.3.1. AMC Weapons and Tactics Program and C-130 WIC Graduate Management Program OPR.
- A2.3.2. MAF Tactics Development Program OPR.
- A2.3.3. AFI 11-415 and AFTTP 3-1 (applicable volumes) OPR.
- A2.3.4. Other responsibilities listed in AMCI 11-207.

**A2.4. NAF: Direct Reporting Units (DRU) assume the same responsibilities in managing weapons and tactics functions as numbered air forces.**

- A2.4.1. Focal point for liaison with major commands, lateral numbered air forces, and subordinate unit tactics organizations.
- A2.4.2. Conduct tactics development and dissemination responsibilities IAW AFI 99-150 or AMCI 11-207, as applicable.
- A2.4.3. Specifically evaluate NAF capability to deploy, task, and control combat forces from the air component command level (as applicable).
- A2.4.4. Develop and sponsor composite force training exercises.

**A2.5. OSS** (or Equivalent): Air Defense Sectors assume the same responsibilities in managing weapons and tactics functions as the OSS.

A2.5.1. Ensure assigned personnel are familiar with the unit mission/tasking and expected enemy threat.

A2.5.2. Assess the combat capability of the unit, document training, equipment, support or tactics deficiencies, and report them to the Operations Group Commander.

A2.5.3. Ensure adequate procedures are developed for planning combat/operational missions.

A2.5.4. Establish a strong liaison with maintenance, munitions, and avionics functions, if applicable.

A2.5.5. Establish a strong liaison with unit intelligence.

A2.5.6. OCR for unit training, exercise, and evaluation publications and scenarios to ensure they are based on sound tactics.

A2.5.7. Ensure standardization and evaluation examiners remain abreast of all combat employment concepts and all mission qualification flights reflect unit taskings.

A2.5.8. Manage unit involvement in the Tactics Development Program, and manage wing tactics review board IAW AFI 99-150 or AMCI 11-207, as applicable.

A2.5.9. Develop procedures for timely dissemination of tactical and intelligence information to applicable unit.

A2.5.10. OPR for wing/group weapons and tactics training.

A2.5.11. Establish and supervise wing weapons competitions, armament recording programs, and combat airdrop training, if applicable.

A2.5.12. Participate in the unit verification and certification program, if applicable.

A2.5.13. Act as the approving authority for drop zone and landing zone surveys, if applicable.

A2.5.14. Manage the Range Control Officer Program, if applicable.

A2.5.15. Maintain liaison with lateral units, as necessary, to increase training effectiveness and realism through the use of outside assets (e. g., ranges, command and control systems, support aircraft, threat simulators).

A2.5.16. Review applicable technical orders, tactics manuals, and regulations for errors; identify deficiencies to applicable headquarters OPRs.

A2.5.17. Utilize assigned WS graduates as set forth in **Chapter 2** of this instruction.

A2.5.18. Designate OPR for all unit composite force training.

## **A2.6. Squadrons:**

A2.6.1. Ensure assigned personnel are familiar with unit mission/tasking and expected enemy threat.

A2.6.2. Assess unit combat capability, document deficiencies, and initiate corrective action or report deficiency and recommend action to the operations officer/commander.

A2.6.3. Provide inputs to unit training programs to gain and maintain maximum capability to employ available resources in expected combat/operational conditions.

A2.6.4. Ensure appropriate tactics related study materials are available for unit personnel use.

A2.6.5. Ensure tactics information is disseminated to unit personnel in a timely manner.

A2.6.6. Develop procedures and materials required for mission planning.

A2.6.7. Establish a strong liaison with maintenance, munitions, and avionics functions, if applicable.

A2.6.8. Maintain a tactics library as directed by unit operations officer. Include as a minimum, items identified by the Wing Weapons shop.

A2.6.9. Manage unit tactics review board. Document valid and invalid tactics, recommend new/improved tactics which will enhance combat capability, and report IAW AFI 99-150 or AMCI 11-207, as applicable.

A2.6.10. Coordinate the activities of assigned intelligence and targeting personnel and the Air Force Mission Support System (AFMSS) manager.

## Attachment 3

## NOMINATION PACKAGE EXAMPLES

## A3.1. Data Sheet Example:

## USAF WEAPONS SCHOOL NOMINATION

Captain John D. Doe, 123-45-6789

## Qualification Criteria:

## (Aviators Only)

Original Aeronautical Rating/Date	Navigator/DD-MM-YY
Subsequent Aeronautical Rating/Date	Pilot/DD-MM-YY
Total Flight Time	xxxxxx hours
Total PAA Time	xxxxxx hours
Total Instructor Time	xxxxxx hours
Total PAA Instructor Time	xxxxxx hours
Date PAA Instructor Qualified	DD-MM-YY
Total Time Last 30/60/90	xxx/xxx/xxx
As Of Date For Above Information	DD-MM-YY

## (Intelligence Only)

Total Federal Active Duty Commissioned Service Time	DD-MM-YY
Total Unit Intelligence Experience	x.x years
As Of Date For Above Information	DD-MM-YY

## (Senior Director Only)

Total Federal Active Duty Commissioned Service Time	DD-MM-YY
TACS Experience	x.x years
Senior Director Experience	x.x years
AWACS/MCE Experience	x.x years
As Of Date For Above Information	DD-MM-YY

## (Space Only)

Total Federal Active Duty Commissioned Service Time	DD-MM-YY
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Space Operations Experience	x.x years
As Of Date For Above Information	DD-MM-YY

Security Clearance:

List current security clearance (Secret, Top Secret, TS/SCI, etc.), and date of last background investigation (SBI or SSBI)

Education:

Civilian - Degree(s) Earned, University, Date

Military - List All PME, Location (by Correspondence, Seminar, etc.), Date

### Official Awards and Decorations:

## List All Awards And Decoration

Current Duty and Date Arrived On Station:

List Current Duty, Organization, And Date Arrived On Station

## Duty History:

List In Descending Chronological Order (Current Assignment First) Duty History and Noteworthy Accomplishments During Each Assignment

## Mailing Address/Telephone Number:

Home

Unit

### A3.2. Endorsement Letter Example:

(Unit Letterhead)

MEMORANDUM FOR Chairman, USAF Weapons School Selection Board

FROM: xxWG/CC (or xxOG/CC, or xxSQ/CC, as appropriate)

SUBJECT: Nomination for USAFWS Weapons Instructor Course 99AIB - Capt Joseph B. Smith

1. Capt Smith is my xx choice of xx to attend the B-1 WIC. (Further discussion as required)
2. (As required - no more than 2 paragraphs.)

(Signature Block)

**A3.3. Active Duty Service Commitment Letter Example:**

## ADSC Statement of Agreement

I have been counseled on the ADSC associated with the USAFWS and have read AFI 36-2107, *Active Duty Service Commitments*.

I understand I am required to serve the appropriate ADSC after I attend and/or complete USAFWS training. If the USAFWS graduation ADSC changes, I will serve the ADSC in effect at the time I complete training.

I agree to serve the appropriate ADSC IAW AFI 36-2107 if I am eliminated or withdraw from training.

I understand my longest ADSC will establish my DOS.

(Printed or Type: Rank, First name, Middle initial, Last name), (SSN)

(Signature and Date)

Witnessed by MPR Official: (MPF witness printed or typed: Rank, first name, middle initial, last name), (SSN)

(Signature and Date)

**A3.4. Waiver Request Example:**

(Unit Letterhead)

MEMORANDUM FOR HQ ACC/XO

FROM: xxWG/CC

SUBJECT: Waiver Request for Captain John D. Doe

1. The (insert local unit) requests a waiver for Captain John D. Doe for (Insert Weapons School Course) course entry prerequisite (state which prerequisite waiver is required).
2. (State reason and justification for granting waiver).
3. (Optional -- State any relevant collateral data).

(Signature Block)